



**GOOD
DAY^{AT}
WORK**

What is a Good Day At Work?

Wellbeing, expectations
and experiences of work

robertsoncooper
have a good day at work

In partnership with

bwc bank
workers
charity

Contents



1	Foreword
4	Introduction
6	Good Day At Work—initial research
8	Are people having a Good Day At Work?
10	The findings—people, expectations and misunderstandings - What people think creates a Good Day At Work - What actually makes a Good Day At Work
16	Banking: wellbeing and a Good Day At Work
20	Understand your people—the four ‘modes’ of workers
24	Raising peoples’ expectations of work
27	Conclusion Recommendations for organisations wanting to create change
30	References
31	About us



Foreword



By Sir Cary Cooper and Paul Barrett

Workplace wellbeing—the state of being happy, healthy, safe and prospering at work—has been explored in various lights for decades.

The partnership between Robertson Cooper and the Bank Workers Charity (BWC) has allowed us to continue to shed light on wellbeing, look to the future and at the changing scope of wellbeing for UK workers.

We are currently navigating an uncertain political and economic landscape; within which lies a rapidly changing working world where people are integrating their home and work lives. In this context, it is timely that we explore people's expectations and experiences of work.

Our new research into, 'What is a Good Day At Work', identified what actually creates good days for people. We uncovered significant discrepancies around what people currently think it takes to have a good day at work and the actual realities.

What our research tells us is that a good day at work isn't determined exclusively by what happens in the workplace, it is also affected by factors occurring in people's personal lives.



Organisations that really are competitive and ahead of the game know that wellbeing is not an 'after-thought' or a 'nice-to-have', but as integral to their business' success as, say a finance or IT strategy. Our new research allows us to see where we need to head as a society to ensure people are at the heart of HR and wellbeing strategies, creating more good days at work.

Sir Cary Cooper CBE

Good Day At Work President
Founding Director, Robertson Cooper
Professor of Organisational Psychology and Health
University of Manchester

What we are hoping to achieve with our new research is widespread education. And more than that, raised awareness and a change of mindset around wellbeing which creates positive long-term impact for both employer and employee.

We are seeing more organisations identifying the need to join up their wellbeing work with their business priorities to create real and sustainable change for all of their people. This is excellent but in order to achieve societal-level changes, all, not just some organisations need to know that the wellbeing of their people is inextricably linked to their underpinning business goals.

As well as examining what a good day at work looks like, we explored how people and organisations can work together to create more of them.

Both Robertson Cooper, through our Good Day At Work mission, and BWC want all employees to have a sense of purpose and for work to be somewhere people are happy, healthy and productive.

It's about time we stepped-up and changed as a society to factor people into the heart of business. When we spend so much of our lives in work, why shouldn't it be possible for people to have more good days there?



We know that a positive experience of work is good for our health and wellbeing. The great news is that innumerable studies have shown that it's also good for businesses, who perform better when their workforce is healthy and happy. The fact is, everyone benefits if we can get this right.

Paul Barrett

Head of Wellbeing, Bank Workers Charity

A close-up photograph of a person wearing a dark grey suit jacket and a blue patterned tie. A white charging cable is plugged into the bottom of the phone, which is held in the person's right hand. The background is blurred, showing other people in business attire.

*Did you have
a Good Day
At Work?*

‘Did you have a good day at work?’

A question that (for all of us at some point of our lives) goes to the heart of our happiness, purpose and identity.

It is a simple question—but it’s linked to a broad concept of employee wellbeing which includes physical and mental health, job satisfaction and personal development.

Workplace, or employee wellbeing is a growing priority in business, and in society as a whole. In 2010, the UK government started the ‘Measuring National Well-being’ programme (Cameron, 2010). This programme developed and published wellbeing statistics for the UK. This not only helped to shape public policy around health, but also helped people to understand and monitor wellbeing in a bid to help make ***work a place where more people thrive***.

Not only is understanding wellbeing conducive to a happy and healthy society but it also has significant links to business priorities.



Take productivity. We know that people who are happy, healthy and connected at work are more productive. Previous research we have done with one of our clients found people with low wellbeing estimated that they were productive only 67% of the time. While those with high wellbeing estimated

that they were productive at work 87% of the time. Such a productivity difference would have serious bottom line consequences and shows how wellbeing can impact the competitiveness and success of an organisation.

We are navigating a changing working world, which means wellbeing at work is more important than ever—it is the way we can ensure people are positive and connected at work. But the playing field has changed—with the expectations around workplace types and working patterns changing drastically, it can be challenging to raise and maintain organisational wellbeing.

Our lifestyles, shifting societal expectations and factors influencing our expectations such as advances in technology, mean that more and more people are working in a way that suits them. For many, the nine to five world is becoming obsolete. The economic and political sphere in which we are all functioning is changing. Brexit has forced UK businesses to re-evaluate where they and their industry sit in a changing global business environment.

The wellbeing landscape is changing too.

During the last few decades much progress has been made in this space—for example, many organisations are focusing on peoples’ health, and measuring and increasing engagement. But too often these changes have been made in isolation, have not been ongoing, and ***focus on activity rather than on behavioural and culture change***.

Wellbeing, instead of being embedded in an organisation’s culture, has frequently been reduced to a five-step action plan imposed by management on a sceptical workforce. Or we see wellbeing programs often only engaging the ‘worried well’—those who are already actively managing their health and wellbeing.

In order to truly make wellbeing work, programmes

need to deliver sustainable change in **everyone's mindset**—this is a big challenge for business.

The focus should be about changing your organisation's culture—ensuring your organisation has embedded wellbeing at its core and that all people are empowered to take responsibility for their own wellbeing. Also important is taking the 'whole person' into consideration—looking at people's lives and wellbeing beyond the office walls.

Cultural change though, is a perennial challenge for organisations. Easy to talk about but hard to do.

To really make change and see a difference, there needs to be mutual trust between employer and employee. Organisations need to use easily understood and accessible language when talking about wellbeing in order to engage more people.

At Robertson Cooper we've been thinking about how we develop an approach that really makes wellbeing and resilience (recovering from set-backs) something that everyone can understand and access. That's how the concept of a Good Day At Work (GDAW) was born.

It's a simple concept that has the **power to change peoples' lives**—a national movement that aims to make wellbeing a part of everyday working life.

Our mission is to create more good days at work for everyone, everywhere.

This is a goal mirrored by our partners the Bank Workers Charity (BWC). BWC plays an important role in building and maintaining levels of wellbeing among the UK's banking population, and has a committed interest in creating more good days for bank workers.

Together, we want to improve the wellbeing of all individuals and organisations. We believe that this ongoing mission could have huge benefits for employees, employers, and society.



Bringing change to life... Starting with research to shape this new space.

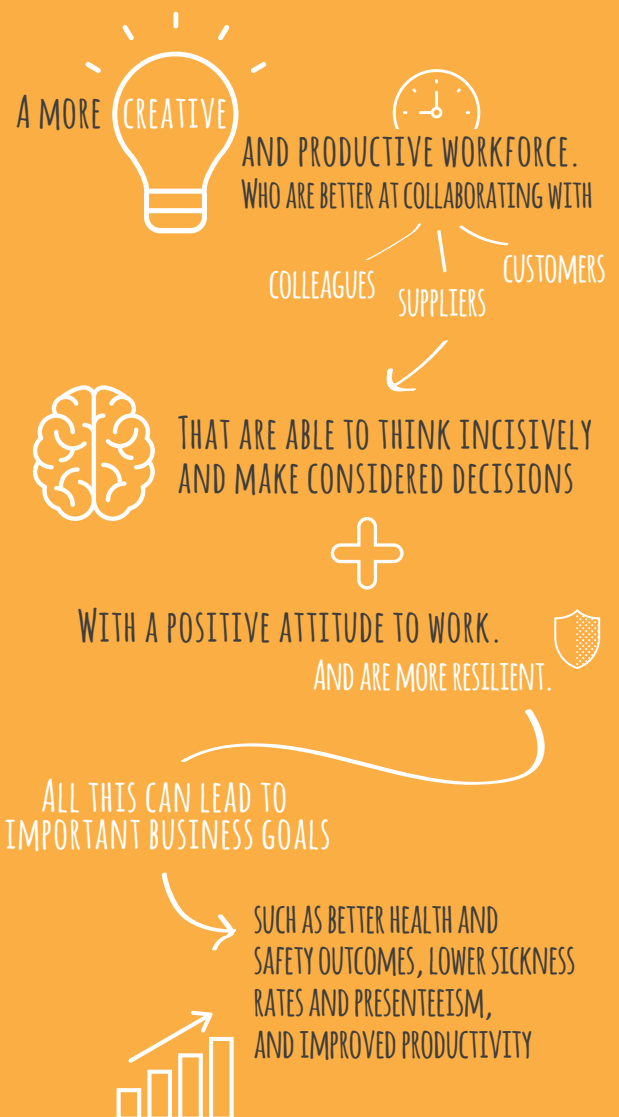
To start our mission on creating more good days at work, we've carried out research to define 'What is a Good Day At Work' and outline our manifesto for how we can create more of them.

The research surveyed 1,500 UK adults in the private and public sector. One in three of the people surveyed worked in banking, giving an in-depth insight into one of the UK's most important and fast-changing sectors.

Our research in this report fills in important gaps about employee wellbeing, reveals how scarce good days at work are for many people, suggests reasons and influencers for this and reveals an innovative new theory for understanding people's expectations of work.

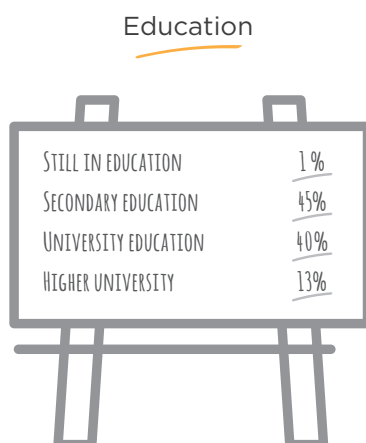
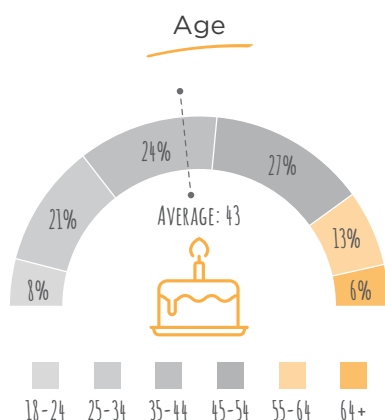
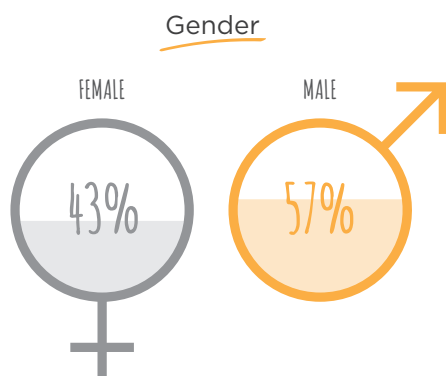
Comparing and contrasting the findings from respondents within the banking sector to those in the general population allowed us to gain insight into the different workplace experiences, expectations and drivers of bank workers and non-bank workers. Importantly, we also explored how employers can foster working environments that are more conducive to positive wellbeing.

Educating people and creating the right environment for them to thrive can have a wide range of benefits including:

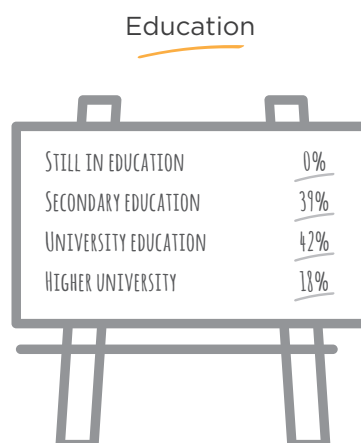
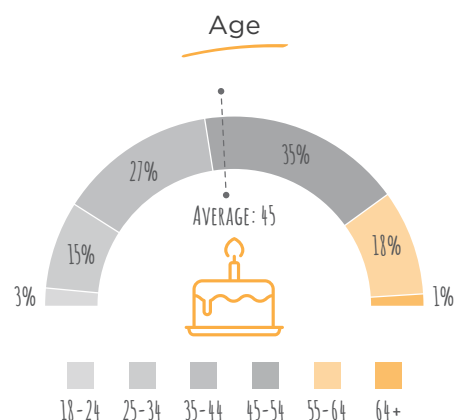
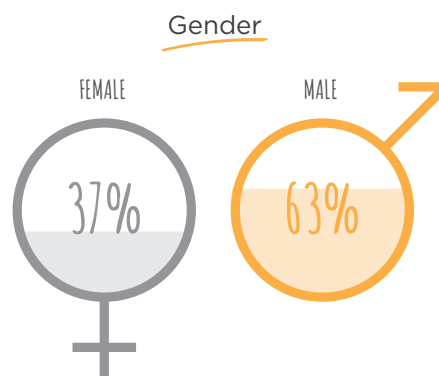


Breakdown of respondents

Non-bank workers



Bank workers



* Percentages have been rounded down to the nearest whole number

A photograph of a woman with dreadlocks, wearing a blue top and a red patterned scarf, smiling and holding a white coffee cup. She is in a social setting with other people in the background. The text "Are people having a Good Day At Work?" is overlaid on the image, enclosed in a dotted line.

Are people
having a Good
Day At Work?

Are people having a Good Day At Work?



Our research paints a mixed picture of the UK workforce.

On the plus side, 68% of people we surveyed said that they enjoy their job and 63% find their work stimulating. But our research also suggests what many HR Directors and employees may have long suspected. We could be doing much better.

People in the UK say that on average, only 3.07 out of five days at work are good ones. This is higher than bank workers who have 2.82 out of five good days. Ten per cent of people we surveyed didn't have even one good day out of five.

Looking at the overall happiness levels and how work affects this, one in four of both bank workers and the general population (27%) said that work makes them unhappy.

Bank workers were slightly less likely to say they enjoyed their job or that it makes them happy. However, they were slightly more likely to say that their work is stimulating.

On average most people (both banking and non-banking) are happy at work, enjoy their job and find it stimulating. While this is the case, most people spend only a little more than half of the week having good days at work. The remaining time they spend at work is not good—the next section talks about why this is.

EXPECTATION ∇ REALITY

In general people expect to have **3.64** good days but actually have **3.07**
Bank workers expect to have **3.72** good days but actually have **2.82**

THE BIG 5!

18% of people say they have 5 good days
12% of bank workers say they have 5 good days

HAPPY 😊

57% of people say work makes them happy
55% of bank workers say work makes them happy

ENJOY

68% of people say they enjoy their job
66% of bank workers say they enjoy their job

STIMULATING

63% of people say they find their job stimulating
65% of bank workers find their job stimulating

NOT EVEN !!

10% of workers don't have even one good day at work per week

BRINGS ME DOWN

27% of people say work brings them down
27% of bank workers say work brings them down



The findings—people, expectations and misunderstanding



Understanding your people is the key to creating real momentum in your workplace.

Crucially for HR Directors, their boards, and their people, our research on all sectors in the economy uncovered a widespread misunderstanding about what actually creates a good day at work.

This lack of understanding is a contributing factor to the UK workforce's wellbeing levels.

We found discrepancies between what people think creates good days at work and what our research shows actually creates a good day at work.

What people *think* creates a Good Day At Work

People we surveyed thought that the key to a good day at work was completing tasks (33%), having fewer obstacles preventing them from completing their tasks, such as bureaucracy and unreasonable requests by their managers (22%), and positive work relationships (18%). Minimal differences were found between non-bank workers and bank workers.



What people *think* creates a Good Day At Work

Non-Bank workers

Bank workers

33%

32%



Overall achievement of their work objectives

18%

20%



Positive work relationships

22%

19%



Fewer obstacles in the way of achieving their objectives

Interestingly, our findings show that people didn't think non-task factors like work-life balance, and rest and recovery during their day influenced whether they had a good day at work.

What people *think* creates
a Good Day At Work

Non-Bank workers

Bank workers

5%



6%

Work-life balance

1%



1%

Time for lunch

1%



1%

Fresh air during
the day





*What is a
good day at
work for you?*

“Feeling on top of
workload, feeling I have
achieved something.”

“Not getting unreasonable
and stupid requests by
senior management.”

What *actually* makes a Good Day At Work

Our research showed people's view of a good day at work is very task-focused. Getting work done is important, of course, but our research suggests that key influencers of people having a good day at work are actually linked to their physical and emotional energy state.

This means feeling like you have enough physical and emotional energy to meet the demands of your role.

It's well known that physical energy is impacted by factors like getting enough sleep and exercise, a healthy diet and taking time out to rest and refocus.

Having enough physical energy for work is just as important as having enough emotional energy to manage the day-to-day pressures we face. Emotional energy is about someone having the chance to regularly experience positive emotions. This includes a sense of achievement and pride, the sense of purpose they have in their role (something well researched and linked to psychological wellbeing), their happiness, and their resilience in dealing with challenges.

These findings are consistent for non-bank workers and bank workers alike.

What *actually* creates a Good Day At Work



Factors that influence Good Days At Work

Our research showed that people's physical and emotional energy levels and ultimate judgement about whether they've had a good day is affected by factors in their work environment. These include technology, support from their employer, their managers, and feeling safe enough to discuss how they are feeling.

Physical and emotional energy are affected by your work environment:



SUPPORTIVE RELATIONSHIPS



MANAGERS



CONVERSATIONS



TECHNOLOGY

If people see these environmental factors as helping them to deliver things they feel proud of and value, it can improve the likelihood of them having a good day at work.

However, if their managers, work processes or technology are seen as creating distractions or barriers, it causes negative emotions that negatively affect peoples' experiences at work.

This ultimately impacts their energy levels and, in turn, their performance and potentially their health.



SUPPORTIVE RELATIONSHIPS

Those who reported more good days at work consistently reported receiving (91% v 79%) and providing more support (85% v 63%), being significantly more appreciated (86% v 60%) and much more likely to talk about wellbeing with their colleagues (61% v 36%).

I have more good days at work. I'm more likely to:

RECEIVE SUPPORT AT WORK 91%
PROVIDE SUPPORT AT WORK 85%
FEEL APPRECIATED 86%
TALK ABOUT WELLBEING 61%

I don't have as many good days. I'm less likely to:

RECEIVE SUPPORT AT WORK 79%
PROVIDE SUPPORT AT WORK 63%
FEEL APPRECIATED 60%
TALK ABOUT WELLBEING 36%



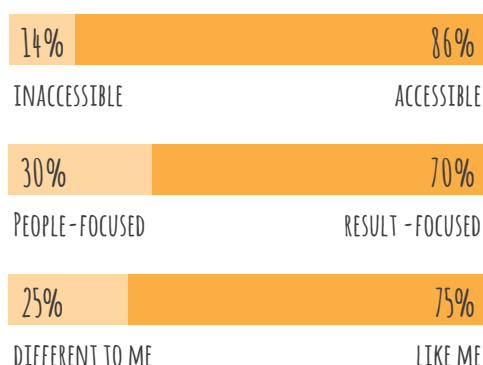
MANAGERS

People with task-focused managers were impacted by their manager's style. People who are unhappy at work were 14% more likely to say they had a task-focused manager. Our research also showed that people unhappy at work were more likely to have an inaccessible manager (42%), compared to 'happy people', of which only 14% had an inaccessible manager.

People who are happy at work were significantly more likely to see their manager as someone who was 'like' them; relatable and with similar values, and common goals and priorities.

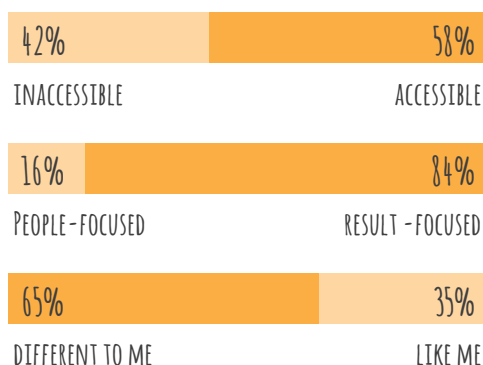
I am happy at work

MY MANAGER IS...



I am not happy at work

MY MANAGER IS...



CONVERSATIONS

Our research also highlighted the importance of the power of conversations and having an open work culture where people feel they can talk about their wellbeing. Only one third of people we surveyed who said that they were not happy at work felt like they could speak openly about their own wellbeing—compare this to the two-thirds of people who are happy at work and are able to have open conversations.

I am happy at work

2/3 SAID THEY COULD TALK OPENLY ABOUT THEIR OWN WELLBEING

I am not happy at work

1/3 SAID THEY COULD TALK OPENLY ABOUT THEIR OWN WELLBEING



TECHNOLOGY

Where people see technology as improving efficiency, it can mean they have more good days at work and a happier work environment. However, where people see technology as slowing them down, distracting or frustrating them, it has a negative effect.



TECHNOLOGY IMPROVES MY EFFICIENCY



TECHNOLOGY HINDERS MY WORK

Banking: wellbeing and a Good Day At Work



Focusing on bank workers, what do the findings mean for them?

After the financial crisis of 2008, banks promised to improve the wellbeing of their people. People who are happy, connected and committed to work make better decisions than those who are pressured, isolated and stressed.

Banks have tried to rebuild the morale and the confidence of employees and also their sense of pride in the organisation in the face of public hostility.

Our various research pieces on wellbeing in the financial sector, including most recently—Making Flexible Working Work, Moving from Work-Life Balance to Integration (June 2016)—shows that there have been many improvements in the sector. Our previous findings particularly show positive changes towards enabling flexible working and reducing the pay gap between male and female bankers. These changes are part of a shift in the industry's working culture.

No one, including the banks themselves, would say that all issues have been solved of course; it is still a work in progress but these changes show progress is being made.

This latest research found marked differences in the motivation, happiness and career ambitions between bank workers and workers in other sectors.

As we saw earlier, bank workers expect an average of 3.72 days at work to be good, compared to 3.64 days for workers in other sectors.

We also saw that while bank workers expect to have more good days at work, they actually have fewer, averaging 2.82 good days each week. This is lower than workers in other sectors by one quarter of a day.

Technology's role and its impact was another difference between bank workers and non-bank workers. Technology has a bigger role in bank workers' jobs compared to other sectors (91% v 72%).

Banking has traditionally been one of the biggest spenders on technology. Our survey found that more bank workers said that technology changed at a faster pace in their sector compared to other sectors (81% v 65%).

Bank workers are more likely to report that technology slows them down (27% v 18%) and makes them angry (23% v 19%). This can have a negative impact on their experience and likelihood of having a good day at work.





I'm a bank worker



I'm everyone else

91%

TECHNOLOGY PLAYS
A KEY ROLE IN MY JOB

72%

81%

TECHNOLOGY CHANGED
A LOT IN MY JOB

65%

27%

TECHNOLOGY SLOWS
ME DOWN

18%

23%

TECHNOLOGY MAKES
ME ANGRY

19%

61%

I AM INTERESTED
IN TECHNOLOGY

65%

There were clear management style differences between the banking and non-banking groups. Managers in banks are more likely to be seen as more task-focused and distant. They're also less likely to be viewed as being part of the team or as having similar values and characteristics to their team members. Manager style is a key environmental impactor on a good day at work. As we've seen earlier, task-focused managers are more likely to have unhappy employees. Many factors could contribute to their unhappiness, however, and manager type cannot be blamed entirely, though our research shows it is a contributing factor.

Managers can often be 'squeezed', dealing with pressures from above and below; this combined with increasing regulatory pressures can mean they are not focusing on managing their people effectively. Many banks are focusing on changing this widespread 'squeezed manager' culture, however. Banks are implementing programs to upskill managers in ethics, culture and behaviour—185,000 people have already completed the Chartered Banker Foundation Standard for Professional Bankers, a program focused on enhancing and sustaining professionalism in banking.

Despite many bank managers negatively affecting their employees' time at work, around two in three bank employees say that work makes them happy and that they care about work. This is, however, a lower percentage than other sectors we surveyed.

Possible explanations around why bank workers are less happy in their work, may be the public criticism they have faced since the financial crisis, increased scrutiny of their work, and the additional workload associated with a tough regulatory regime.

It's not all bad news for bank workers, though. Our research shows that they have better relationships with their colleagues compared to people in other sectors.

Bank workers are more likely to be stimulated by their work and are more resilient when dealing with work challenges and bureaucracy. This may well be a consequence of good recruitment practices in banks and the level of turbulence in the sector over recent years which has accustomed bank workers to managing ambiguity.

Bank workers are less concerned about obstacles in their way. Working in an industry with increasing regulations, they are more likely to accept obstacles and work around these. They have learnt to be more accepting and less de-motivated by this because of previous experience.

Also, bank workers are slightly more introspective, or more 'self-referenced' than people in other industries. They feel less need to be recognised by others. Interestingly they are more focused on making a difference at work and being interested in the work they are doing. This could be linked to effective job design and positive HR practices. Most banks have implemented strategies to enhance their peoples' positive focus around serving customers and society.

Managers in banks

ARE MORE
TASK-FOCUSED
AND DISTANT

ARE SEEN LESS
AS PART
OF THE TEAM



HAVE FEWER SIMILAR VALUES
AND CHARACTERISTICS AS TEAM

Profile of a bank worker



A woman wearing a black hijab is shown from the chest up, leaning over a desk and writing in a small, light blue notebook with a black pen. Her right hand, with red-painted nails, holds the pen. The background is blurred, showing an office environment. The text 'Understand your people' is in a cursive font, and 'the four 'modes' of workers' is in a bold sans-serif font. Both are enclosed in a dotted white rectangular border.

Understand your people
**the four 'modes'
of workers**

Understand your people— the four ‘modes’ of workers



What you get out of work is linked to what you put in.

Everyone and every job is different. That said, our research has developed a new approach to help employers better understand their people and how to empower them to have more good days at work.

We found four modes of workers, based on their wellbeing, expectations and experiences: ‘get in-get out’, ‘trailblazers’, ‘corporate citizens’ and ‘sustainably engaged’. Interestingly our research shows that each category of worker reported having a different number of good days each week.

Understanding where your people fit and what their expectations, ambitions, motivations and worries are will help employers foster the right environment for each worker mode to thrive.

Worker modes:

Breakdown of the four worker modes and their good days at work

GET IN-GET OUT

9% OF POPULATION
HAD 0.7 GOOD DAYS

TRAILBLAZERS

4% OF POPULATION
HAD 3.8 GOOD DAYS

CORPORATE CITIZENS

63% OF POPULATION
HAD 3.4 GOOD DAYS

SUSTAINABLY ENGAGED

24% OF POPULATION
HAD 4.1 GOOD DAYS



**‘Get in-get out’ and try
to avoid pressure or challenge**

*They have an average of 0.7
good days at work each week.*

Nine per cent of people we surveyed fall into this category. These people are predominantly employed in roles with very low levels of control over the volume of tasks they complete on any given day (23% feel in control of this compared to 65% in the whole sample) and the way in which they accomplish that work (45% v 78%). For these people, a good day at work is about facing fewer obstacles than usual, or being on holiday. None of this group agrees with the statement ‘I enjoy my job’.



GET IN-GET OUT:

I have very low levels
of control over tasks

I have very low levels of control
over how I accomplish those tasks

A good day at work for me is facing
fewer obstacles or being on holiday

I do not enjoy my job

**‘Trailblazers’—are connected to the role
rather than the company.**

*They have an average of 3.8
good days at work each week.*

Four per cent of workers fall into this category. These people are in the early stage of their career and love what they do. They are young metropolitan people who are very energised by their work (92% v 44%) and particularly satisfied to know that they are ‘invaluable’ to the smooth running of their organisation. Sixty-seven per cent (v 39%) agree that knowing their company could not function without them contributes to a good day at work for them. They have a high level of control over their day-to-day tasks but feel less in control of their pay and reward package than people who are ‘sustainably engaged’. What really unites this group, though, is the way in which they are driven by their work. One hundred per cent (v 68%) agree that their job provides them with a sense of purpose—which is about being connected to the impact of your work and the difference that it can make.



TRAILBLAZER:

I’m very energized by work

I have a level of control over tasks

I have less control over my pay

A good day at work for me
is knowing my company can’t
function without me

My job provides me with a
good sense of purpose

‘Corporate citizens’—focus on meeting the needs of the business.

They have an average of 3.4 good days at work each week.

Sixty-three per cent of people fall in this category. Although out of that, 25% face obstacles that lead to them having only 2.2 good days. Therefore 38% of this group have 3.4 good days. They are, on average, positive about their experience of work.

Nearly eight in ten (78%) say that their job makes them happy. People in this group are the second most likely to say that their job is worthwhile (79% v 65%). However, they are less likely than the two most positive groups to say that they are paid well for the work they do (69% v 87% and 79%) and feel as if they have slightly less control over the work they do. When they face more obstacles and barriers they are likely to have a generally negative view of work and view a good day as one that involves less ‘hassle’ than usual.



CORPORATE CITIZENS:

- My job makes me happy
- My job is worthwhile
- I'm less likely to say that i'm paid well for my job
- I have less control over tasks
- A good day at work for me is having fewer obstacles and less hassle
- I'm less likely to enjoy my job
- My job tires me out
- I have little control over my pay or job security
- My job doesn't bring me down

‘Sustainably engaged’—is as interested in the needs of their business as they are in their own needs.

They have an average of 4.1 good days at work each week.

Twenty-four per cent of people fall into this category. People in this group want a role that interests and challenges them. Their work and home lives are integrated and they agree that their job is worthwhile (100% v 65%). They also have high levels of autonomy in their work. Their most important work objectives are productivity, followed by good relationships with their colleagues and the feeling that they are making a difference at work. They are also more likely than other people to value being interested in their job.



SUSTAINABLY ENGAGED:

- I want a role that interests and challenges me
- I practice work-life integration
- My job is worthwhile
- I have a high level of autonomy at work
- I am more likely to value being interested in my job
- The most important work objectives to me are productivity, positive relationships and feeling like I'm making a difference at work

Raising peoples' expectations of work



Raising peoples' expectations of work



Create a positive environment and empower your people to expect more from work.

Each organisation and employee will have different needs and ambitions. We've shown that each of the four worker modes have specific experiences, expectations and motivations. As such, there are no quick fixes to improving wellbeing at work.

It is imperative though, that organisations better understand their people and support them to begin to make important changes on the road to more good days at work.

Understanding people and supporting them to have positive expectations from work will improve not just peoples' wellbeing, but also increase their ability to perform at their peak for more sustained periods.

A challenge for organisations is enabling and empowering their people to share responsibility for improving their own wellbeing. This cannot be a top-down approach; we know that won't lead to long-term change.

One of the biggest barriers faced by organisations is making wellbeing relevant and accessible to everyone. That's from the CEO, to managers, to the casual employee working a couple of days a week.

Wellbeing and HR professionals often miss this key element and rush to make big differences quickly. They are often met by people who don't engage in their wellbeing programs, as the program hasn't been looked at with a long-term lens.

Instead our research shows that organisations need to firstly focus on small shifts in behaviours, with a focus on going back to basics. This is about prioritising peoples' physical and emotional energy as the starting point for organisations. People need

to be in a space and state where they are best-placed to thrive and strive at work.

Looking after yourself is just as important as looking after your work.

Only then can you build engagement with your wellbeing strategy (including continual development), with the aim of long-lasting culture change.



Focus on physical energy

EDUCATING AND ENABLING YOUR
PEOPLE TO MAKE CHANGES TO:



Focus on emotional energy

SUPPORTING PEOPLE TO THINK ABOUT HOW THEY:



When organisations can help their people actively manage their own energy levels their people will, in turn, be more effective at prioritising tasks, respond more positively to change and be more likely to thrive at work.

The ultimate goal is to truly embed wellbeing into an organisation's culture.

A man with glasses and a beard, wearing a brown blazer over a green sweater, is leaning over a desk. A woman wearing a yellow headscarf and a grey sweater is sitting at the desk, writing on a piece of paper with a blue pen. The man is pointing at the paper with his right hand. The background is a bright, modern office space with large windows.

Conclusion

Conclusion



It's time for a revolution. In our attitude to work, that is—what we expect from work, what we contribute and how we can help ourselves have more good days.

Nearly 10% of people don't have even one good day at work per week. This is, in part, because many workers do not know what factors are integral to a good day at work. Completing tasks, positive work relationships (for example) while important, are not as integral to having a good day at work as feeling physically and emotionally energised and being generally satisfied with your job.

In our ever-shifting world, technology is constantly moving and in turn so is the way we work. Our political and financial environments are in a state of unrest, and our workplaces and people don't go unscathed.

Looking at the banking sector—an industry that is still rebuilding its relationships with customers and society and is also in the throes of technological transformation, there has never been a more important time for a focus on people and their wellbeing. The current climate in this sector is highly unsettling and complex, and the job security of some bank workers is uncertain. For customer-facing roles the technological changes towards online banking is creating uncertainty, and more broadly in the sector, Brexit has left its mark on job security.

Beyond just the banking sector, we are in a period of societal change, and our workplaces need to know the role they play in making work lives, and our lives as a whole, better. It's up to both organisations and employees to create more good days at work, by taking and owning shared responsibility in wellbeing.

Beyond this, we need to raise our expectations of what work can do for all of us. It can be a place of growth, where people thrive and organisations prosper. We need to place people as the new bottom-line; as central to an organisation's strategy as finance, performance, technology, or research and development.

We need to focus on the human factor.

This research is the start of what we hope will be a popular movement to make sure that we all have an increased number of good days at work. Join the journey—make your workplace better for all of your people.



Recommendations for organisations wanting to create change

Take action to create more good days at work for your people



Understand your people. Are they having good days at work—what is influencing this? Full employee surveys don't have to be the first steps. You can use data you

already have to begin to understand your wellbeing, engagement and performance trends. It is likely you'll need to do further investigation however, to get specific insights into what drives good days for your people. This can still be done in a way that is more employee-centric, by giving people the means to take control of their own wellbeing.



It's a core business priority. In order for your organisation to run at full potential, you need to treat your people as key to your business priorities—after all, they are responsible that key goals are met. Senior stakeholders need to be engaged and further educated on the fact that your peoples' wellbeing is intrinsically connected to your business outcomes. The more people are connected and their wellbeing considered, the higher performing your business will be.



Turning managers into leaders. Show your commitment to increasing your peoples' number of good days at work by ensuring your managers understand

and accept their role and responsibility. They need to have the skills and confidence to talk meaningfully about wellbeing with their employees. Rather than focusing only on tasks, managers need to also focus on people.



Give people the tools to manage themselves. Empower your people to check in on their own health and wellbeing regularly. By moving away from the once-

a-year annual survey you get continual information on your people, and can resolve issues sooner.



Start by re-educating—you only get out what you put in to work. If you want change to be meaningful and long-lasting, you need to focus on activities to positively improve people's expectations and experiences at work. They should be expecting more good days at work. Start by encouraging people to take regular breaks and exercise, have fun and give reward and praise.



Use the right language. Remove the wellbeing 'jargon' and talk to your people in a way they can easily relate to and understand. 'Did you have a good day at work?' Not only will your people be able to engage in the concept, a common language will enable more conversations around wellbeing.



Reduce distractions. People are easily demotivated and distracted by barriers. Processes, policies and change may be barriers to people that may hinder them rather than help them to perform. Take action to make their working lives easier by removing unnecessary barriers. Or look at people's understanding of why certain processes are in place—perhaps more awareness is needed so they understand their roles and responsibilities, along with what the business is doing to support them to deliver.



Is it cultural? Consider how your organisation's systems and culture are influencing your peoples' health and wellbeing. Does your culture support more good days at work? Make continual improvements to systems and culture—including policies, drivers for promotions, working patterns, and cultural norms and values. Are they currently helping or hindering good days at work? Do changes need to start being implemented? Discuss any changes regularly at all levels of the organisation. Making your wellbeing approach sustainable is key.

References



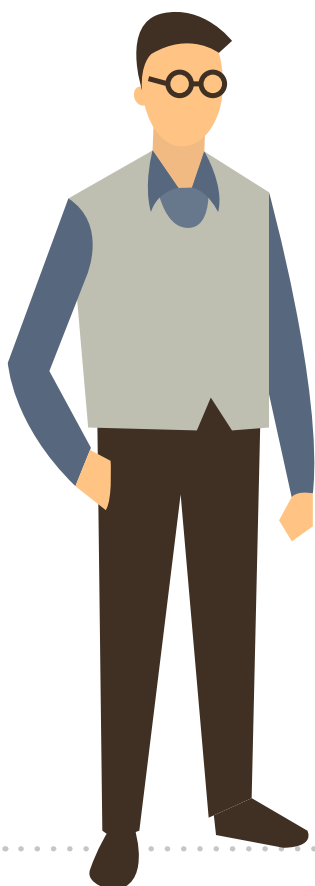
Cameron, David. (2010) PM speech on wellbeing, accessed at:
<https://www.gov.uk/government/speeches/pm-speech-on-wellbeing>

Office for National Statistics. (2016) International Comparisons of Productivity -
Final Estimates 2014, Office of National Statistics.

Office for National Statistics. (2016) UK Labour Market: September 2016, Office of National Statistics.

Oswald, Eugenio Proto and Daniel Sgroi. (2014) Happiness and Productivity, University of Warwick.

Robertson Cooper and the Bank Workers Charity. (2016)
Making Flexible Working Work; Moving from Work-Life Balance to Integration.



About us



Working together to put wellbeing on the agenda, so that more employees can have good days at work.



Robertson Cooper, powering Good Day At Work, partners with organisations to transform cultures and improve employee wellbeing. In action for almost two decades we are thought-leaders in the psychological wellbeing space. It is our mission to make wellbeing part of everyday working life for everyone, everywhere.



The Bank Workers Charity (BWC) exists to support the health and wellbeing of the banking community. We believe that continual improvements in the workplace lead to more resilient employees.

Continue the conversation with us about having more good days at work. Join the UK's leading HR and wellbeing event.

The background of the bottom half of the page is a photograph of a large crowd of people at a conference. Many of the people are holding up red and blue rolled-up scrolls, suggesting a celebratory or interactive event. The crowd is diverse in age and appearance, and they are all looking towards the front of the room.

2017
GOOD DAY AT WORK
CONVERSATION

28 March 2017

The Royal College of Physicians, London

'The Future of Wellbeing'

www.gooddayatworkconversation.com